

M&S

EST. 1884

PROPOSED M&S FULL LINE STORE

Unit 1 Victoria Retail Park, Crown Road, Ruislip HA4 0AJ

Operator Statement by Marks and Spencer Plc

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1.0 INTRODUCTION

- 1.1 This statement has been prepared by Marks and Spencer PLC (M&S) to accompany a full planning application submitted to London Borough of Hillingdon to facilitate the use of a new M&S Full Line store located at the former Homebase site (currently being occupied by The Range) located at Unit 1, Victoria Retail Park, Crown Road, Ruislip, HA4 0AJ
- 1.2 This statement explains the M&S requirement for new sites in general and at this location. It highlights the details of the proposed store, issues with the existing configuration in South Ruislip and the number and type of jobs which will be provided on site alongside the established M&S approach to employment. It also details M&S' commitment to sustainability.
- 1.3 Marks and Spencer Plc (M&S) is one of the UK's leading retailers, committed to delivering sustainable value for our customers and shareholders by making every moment special through the high quality, own brand food, clothing and home products offered in store and online to millions of customers around the world. Our food is known for its quality, freshness and innovation credentials and our clothing and home wear is a contemporary, wearable style at great value. In addition to clothing, homewares and food, M&S provide financial services including credit cards, savings and insurance within the M&S Bank brand.
- 1.4 M&S first commenced trading as Penny Bazaar in Leeds market in 1884 by founders Michael Marks and Thomas Spencer and now retails from 1,497 stores globally and across 98 website platforms. The M&S brand which is quintessentially British operates in 62 international markets including the Republic of Ireland, Czech Republic, Singapore, and the United Arab Emirates. The business employs over 70,000 employees across our stores, warehouse and distribution network and support centres. M&S serve nearly 30 million customers each year with c.80% of the population within a 20-minute drive of a large store with customers shopping across both the store and online channels.
- 1.5 The purpose of this statement is to give an overview of the need for a new full line M&S store at Victoria Retail Park, South Ruislip and why the new offer is of the up most importance to M&S business.

2.0 M&S UK STORE ESTATE

- 2.1 At the end of 2017/18 M&S had 1,035 stores in the UK: 300 clothing, home and food, 696 food-only and 39 Outlets. In November 2017 M&S set out a five-year transformation programme for the business concentrating on 'Restoring the Basics, Shaping the Future and Making M&S Special'. M&S have one of the largest and oldest property portfolios in the UK and under this transformation programme, M&S announced the reshaping of the UK estate in line with the target to take at least a third of sales online by a series of store closures given the growth trajectory of online shopping within the UK. Alongside relocations, conversions, downsizes and the introduction of concessions, the closures have radically reshaped M&S's Clothing & Home space. Alongside the closures has been an accelerated M&S Foodhall opening programme. Since the announcement of the renewal strategy, 122 M&S stores have closed with 36 relocating to provide a new fit for future M&S store offer. Of the closures, 93 were full line stores with a clothing and home offer and 29 loss making foodhalls. M&S is committed to the department store style full line offer of retailing clothing, homewares (with furniture displayed and sold primarily online), food and a café. In smaller markets the full line may not be considered appropriate for the level of required investment and a renewal foodhall will be more appropriate. M&S Foodhalls facilitate a clothing and home fulfilment for customers via the M&S website and App and the instore click and collect provisions. This enables customers to 'Shop Your Way' be it in person using check outs, self-serve or Scan and Go, online or a mix of both. Many customers will shop instore at an M&S Foodhall and collect online purchases in the same shopping mission.
- 2.2 Today M&S is committed to transforming the business which protects the magic of M&S, whilst modernising the rest. Protecting the magic means holding true to the things M&S customers love about M&S: the leading product innovation, the quality and exceptional sourcing standards, and the longstanding reputation for doing the right thing by the colleagues and the planet. Modernising the rest means removing the impediments to growth and re-shaping the business for today's digital era so to compete against online and discount retailers. This requires faster and more efficient supply chains, ongoing utilisation of tech to improve customer experience, and critically, building a fit for the future store estate. This is made more challenging when over 40% of the M&S store estate pre-dates the second world war. The benefits of this strategy are now coming to fruition with M&S returning to the FTSE 100 in August 2023.

2.3 M&S currently have over 30 new or relocated full line department store requirements and over 235 new foodhall requirements across the UK. An example of new full line stores opened since the Covid-19 pandemic are listed below.

Table 1: M&S New Store Openings

Store	Launch	Property Strategy	Old Footage (sq. m)	New Footage (sq. m)	Building Type
Plymouth Derriford	November 2024	Foodhall to Foodhall Relocation	650	1,301	New build
Selby	November 2024	New Foodhall		1,526	Retail Park
Dundee Gallagher	July 2024	Combined Full Line and Foodhall to Full Line Relocation	5,009	4,554	Retail Park
Ladymead Guildford	June 2024	New Foodhall		1,425	Retail Park
The Galleries, Washington	May 2024	Foodhall to Full Line Relocation	650	4,015	Retail Park
Coleraine	January 2024	Foodhall to Foodhall Relocation	371	1,068	Retail Park
Linlithgow	January 2024	New Foodhall		1,160	Retail Park
Trafford Centre	November 2023	Full Line to Full Line Relocation	6,784	8,936	Former Debenhams
Birmingham Bull Ring	Nov 2023	Full Line Relocation	8,206	6,245	Former Debenhams
Barnsley	Nov 2023	Full Line to Foodhall Relocation	1,668	1,124	Retail Park
Liverpool One	October 2023	Full Line Relocation	9,460	6,228	Former Debenhams

3.0 NEW FULL LINE PROPOSALS

Fit for the Future M&S Full Line Store

- 3.1 The new M&S will have a net sales area of approx. c.4,130sq. m, incorporating a 1,685sqm food hall and 2,444sqm Fashion Home and Beauty net sales floor area split between ground and mezzanine level. This new Full Line store will provide an exemplar, state of the art retail experience to the customers of South Ruislip and the wider catchment within a well-designed and expertly retrofitted building which complements the surrounding area. The store will provide an outstanding new retail offer for the wider Victoria Retail Park and bring the look and feel of other exemplar best in class M&S full line stores to Sout Ruislip and the surrounding area.
- 3.2 The store will have the full M&S range across all categories of clothing and home, health and beauty, wellness and food. The product range aims to lead the way in modern mainstream style, sustainability, quality, and value. The M&S brands including Goodmove, Per Una and Autograph will be available in store.
- 3.3 The clothing and home shopping environment includes the up lighting of perimeter and projection of departmental navigation, key feature displays and beacons and feature walls. The overall shopping environment will be enhanced by warmth, softness, the colour palette, the lighting, the music and scent, the pace change between the departments with moments of excitement to delight such as beacons and feature tables with signature lighting. The fitting rooms have been designed to give people a reason to come into store rather than shop online. Each set of fitting rooms has its own personality and tone of voice, with scent dispensers to encourage dwell time and enhance the overall in store shopping experience.
- 3.4 Flexibility is key to the different shopping categories to allowing the retail space to flex as requirements and product range changes and to allow focus on a few fixed 'hero' areas and feature zones such as denim, footwear, or lingerie.
- 3.5 The new foodhall will deliver the soul of a fresh market, with the mind of a supermarket. There will be over 6,600 product lines and these will include the fill your own, the famous 360 cheese barge and each range such as Plant Kitchen and Eat Well will have a much fuller depth and footage within a far enhanced, enjoyable shopping environment.
- 3.6 Enhanced LED lighting throughout the store is critical to ensuring the product is presented well and the customer has a welcoming experience as they travel through the store.

- 3.7 The store can be shopped in many ways from manned and self-serve counters to shop as you go, online ordering within store collection and in store ordering for home delivery.
- 3.8 Not only will the store offer an enhance shopping experience for South Ruislip and the surrounding area, but the operational efficiency and management will also be held to the highest standards. The design of the sales floor and back of house will enable the use of new technology to keep the product replenishment accurate in real time. Using Radio Frequency Identification (RFID), every product will be scanned as it enters the store or leaves it (and if it was paid for). Colin and Connie, the mobile counting-pillars, will count everything in store every night. This should significantly reduce loss and help better serve customers and fulfil online orders in store. New Self Check Out Tillis (SCOTs) will be enabled to accept customer returns facilitating more options for the customer and the way in which they prefer to shop whilst speeding up the returns process.
- 3.9 Colleagues will be armed with the technology they need to work together seamlessly and serve customers and assist with online orders. All colleagues on shift will have a new Honeywell handheld device and a headset, and with Pay with Me will be able to place orders for customers and accept payment anywhere in the store. Our back of house areas have been designed with a focus on Plan A with improved segregation and recycling. A range of advanced loss prevention initiatives, including cameras, mirrors, screens, and security resource will also be deployed.
- 3.10 Store fulfilment will be as efficient as possible, with the aim of minimising cost to serve and making it easy for colleagues. Alongside dedicated colleagues, cleaning robots (Percy) that will utilised to keep the store clean and tidy during the day.
- 3.11 The pictures below demonstrate the new M&S Full Line renewal concept as described above.









Employment and Job Creation

- 3.12 The new Full Line store investment in South Ruislip will create up to an addition 123 new jobs.
- 3.13 M&S take pride in being one of the best retail employers in the UK with a host of employee benefits alongside market leading pay, pension, share buy and share save schemes, holiday buy to purchase additional days leave and celebration time. All colleagues get 20% discount across all the M&S brands. There are travel incentives including season ticket loans, and cycle to work tax incentives alongside access to healthy lifestyle schemes such as Health Hero 24/7 access to a GP, gym discounts, cancer screening and healthy minds access to wellbeing activities and PAM Assist expert support, counselling, and mental health therapies.

There are a range of flexible working policies and options for colleagues including job share, term time working and part time hours.

- 3.14 M&S run a Marks & Start initiative in associated with the Kings Trust to help break down barriers to work and create a better future for individuals who need extra assistance to access employment. Marks & Start is a successful internal employability scheme that helps people who are at a disadvantage in their job hunting. The programme gives people an insight into a career in retail, but also creates a clear, accessible route into work. The current format of the programme has run since 2014, supporting hundreds of young people each year. M&S also work with brilliant programme partners and are humbled by the opportunity to meet such resilient and inspiring people, many of whom are now valued members of the M&S family.
- 3.15 Since July 2022, within the Northwest London area (which includes LB Hillingdon), 10 individuals completed the scheme, with 80% then offered a 12-week fixed term contract within the business. M&S working with others is building a more inclusive and diverse workforce as a result. Other initiatives within M&S are detailed in the table below.

Table 2: M&S Employment and Colleague Development Programmes

INITIATIVE	WHAT IS IT?
Marks and Start	Marks & Start is our successful employability scheme that helps people who are at a disadvantage, in their job hunts – whatever prejudices they deal with daily. Our programmes don't just give people an insight into a career in retail, but also create a clear, accessible route into work.
RISE – aimed at customer assistant colleagues	2-year programme aimed at customer assistant colleagues in store who would like a career in the support centre
Stepping Into Store Management aimed at Team Manger Colleagues	6-month training programme to support readiness for Store Management roles
Stepping Into Team Manger – aimed at customer assistant colleagues	Front line management training programmes to support readiness for Team Manager
Level 4 apprenticeship in Retail Management aimed at School leavers and customer assistants	L4 Apprenticeship programme aimed to fulfil the Team Manager pipeline
Industrial Placements	Our industrial placements are for students full of ambition and enthusiasm for the world of retail. They give you the chance to experience a live role, while you discover where your talents lie. And they're an opportunity for you to make the most of your year in industry.
Internship Programme	A structured internship programme to provide an opportunity to work with experts in their field, providing real life insight into life and a career at M&S. Topped off with great training and mentoring.
Diversity Insight Programme	An exploratory programme for students from low socio-economic backgrounds* and/or those who identify as Black heritage. Providing students with an opportunity to gain real-life experience of what a career at M&S would be like, through a range of interactive sessions and networking opportunities.
Grad Programme – Retail	Retail Graduate programme to support Store Management pipeline. Opportunities are open to M&S colleagues who have the opportunity to apply.
Grad Programme – Generalist	Graduate programme with rotations across the business. Opportunities are open to M&S colleagues who have the opportunity to apply.
Apprenticeships across the business	We offer a variety of apprenticeships to our colleagues from digital and data learning to Retail Management (list on next page)

3.16 M&S prides itself in its apprenticeship training programmes and a full list of the M&S apprenticeship schemes is detailed below in Table 3 below.

Table 3: M&S Apprenticeships Available

APPRENTICESHIP SCHEMES AT M&S
<ul style="list-style-type: none">• Artificial intelligence (AI) data specialist, Level: 7• Associate project manager, Level: 4 (Standard)• Buying and merchandising assistant, Level: 4• Chartered manager (degree), Level: 6• Coaching Professional, Level: 5 (Standard)• Data analyst, Level: 4• Data technician, Level: 3• Digital and technology solutions specialist (integrated degree), Level: 7• Engineering technician, Level: 3• Facilities manager, Level: 4• HR consultant partner, Level: 5• HR support, Level: 3• Learning and development practitioner, Level: 3• Professional accounting or taxation technician, Level: 4• Retail manager, Level: 4• Retail team leader, Level: 3• Retailer, Level: 2• Senior Leader Master's Degree Apprenticeship, Level: 7 (Standard)• Senior leader, Level: 7• Solicitor, Level: 7 (Standard)• Team leader or supervisor, Level: 3

3.17 Internal development is very much supported with mentoring, leadership development, coaching and various courses available to colleagues who wish to develop and further their career within the M&S business.

3.18 The M&S business prides itself in its inclusivity support networks which includes Buddy, Cultural & Heritage, Family & Carers, Gender Equality, Inclusion & Diversity, LGBTQ+, Forces and Veterans and Menopause networks to support and celebrate the diversity in the workplace and the different needs of the M&S colleagues across the UK. This extends further to support colleagues going through both happy and more challenging times including shared parental leave, paid time off if undergoing fertility treatment or 9 months unpaid leave for carer responsibilities if required or just to enjoy a career break.

3.19 M&S have supported welcoming and recruiting Ukrainian refugees fleeing the war in Ukraine and offer a wide range of vacancies to apply to across the UK. The

individual is provided with additional training and support to settle into role and have provided Ukrainian translations to the job descriptions available. Similar support is also given to refugees from other countries.

Local Sourcing

- 3.20 M&S are very proud to support British farming through long-standing relationships with over 9,500 Select Farm partners across the UK, including almost 200 farms based in the South-East. The proposed new store will further strengthen our commitment to local sourcing, bringing high-quality, local produced food straight to customer's shelves.
- 3.21 There are a number of local producers located in North West London providing high quality products for M&S including Deli France and Montana Bakery LTD, employing over 800 staff.

Sustainability

- 3.22 A new M&S full line store at Victoria Retail Park, South Ruislip will provide M&S with an iconic best in class shopping environment within a modern attractive, retrofitted building providing a convenient shopping environment for the community of South Ruislip and the surrounding area. M&S are committed to reducing reliance on fossil fuels and support the circular economy through its Plan A initiatives because there is no Plan B for the planet. Plan A, as reset in 2021, is M&S's mission to become a net zero business across its entire value chain by 2040. The ambition is to become net zero across Scope 1 and 2 emissions (M&S's own operations) by 2035, encompassing carbon emissions from M&S stores, transport network, and logistics. The 2040 ambition also covers Scope 3 emissions from M&S suppliers.
- 3.23 A summary of what Plan A has historically achieved within Property is provided below.

Graphic 1: 10 Years of Property Plan A



3.24 M&S are proud the following sustainability benefits will be included in the build to ensure the new store is fit for the future, aligns with our Plan A goals, and provides maximum environmental and energy efficiencies:

- High levels of health and wellbeing for occupants and visitors;
- Cycle parking;
- An all-electric servicing strategy with the removal of gas from our new store estate;
- M&S will provide Fit-Out installation to ensure that an Energy Efficient operational performance is achieved for the store. M&S will strive to achieve an energy demand that demonstrates a reduction, when compared to a baseline in accordance with Building Regulations Part L (2021, with 2023 Amendments).
- Low flush/flow fittings to reduce water consumption.

M&S Commitment

- 3.25 The proposed new store is a well thought out future proofing strategy to provide fantastic M&S products within a well-designed site making it convenient for shoppers to access the store which is fit for the future within South Ruislip and the wider area.